DOCUMENT RESUME

ED 028 805 LI 001 465

By-Holden, Barbara B.
The State Trustee Organization. ALTA Publication Number Two.
American Library Trustee Association, Chicago, Ill.
Pub Date 68
Note-33p.
Available from-American Library Association, 50 East Huron Street, Chicago, Ill. 60611 ($1.00)
EDRS Price MF-$0.25 HC-$1.75
Descriptors-*Administrative Organization, *Libraries, Library Associations, *Organizations (Groups), State Agencies, *Trustees

The topic of this document is statewide organizations of and for library trustees. The reasons for such organizations are: (1) to educate individual library trustees, (2) to inform and stimulate library trustees, individually and as library boards, (3) to work with libraries to plan for interlibrary cooperation and library systems, and (4) to work for library legislation for better library service. This book is intended to help in organizing a trustee association in a state where there is none at the moment, in revitalizing a previously organized group which may have lagged, and in strengthening existing organizations by suggesting new ideas for more effective action. Relationships of trustee associations to state library associations, to state agencies, and to other library associations are discussed. Formal organization, membership, meetings, dues, committees, activities, and publications of trustee associations are also discussed. (Author/CC)

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The STATE TRUSTEE ORGANIZATION

Barbara B. Holden

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ALTA PUBLICATION NUMBER TWO

Published by

American Library Trustee Association

A division of the

American Library Association
50 East Huron Street
Chicago, Illinois 60611

1968

ABOUT THIS PUBLICATION

At this time, there can be found in almost every state in the United States a formal organization of library trustees. In some states, these groups include members who are Friends of Libraries as well as citizens who are interested in promoting library development. But the hard base of each of these organizations consists of public library trustees.

Over the years, with some frequency, these organizations have turned to the American Library Trustee Association (ALTA), as the national organization of library trustees, for aid and advice concerning the organization, administration and management of state trustee associations. This publication is designed to fill this demonstrated need.

Barbara B. Holden was selected by the ALTA Publications Committee to prepare this publication because her background and experience make her especially well suited for the task. She is at present serving as a member of the New Hampshire State Library Commission, as Special Trustee Consultant for the Maine State Library, and as chairman of the New England Library Trustees Association; in addition she has been president of the New Hampshire Library Trustees Association, and a productive contributor to many ALTA activities.

This publication represents the results of a great deal of investigation and study by Mrs. Holden. The real work was totally hers, and the conclusions are her own. Nevertheless, the manuscript has been read carefully by members of the ALTA Publications Committee and can be said to represent the thinking of the American Library Trustee Association.

Edward G. Strable, Executive Secretary
American Library Trustee Association
American Library Association

THE STATE TRUSTEE ORGANIZATION

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WHY?

There are reasons - good, sound, demonstrated reasons - for a strong and active statewide organization of and for library trustees. Though it is perhaps safe to assume that this fact is already apparent to anyone prompted to read such a booklet as this, the primary raisons d'etre are repeated here:

1) *To educate the individual library trustee.* Through publications, programs, and personal contact, to make the trustee constantly aware of his responsibilities and potentialities.

2) *To inform and stimulate library trustees, individually and as library boards.* To provide regular information about library developments and activities, regionally and nationally as well as within the state, and, through publications, meetings, and any other means, to present that information so that it will be exciting enough to encourage effective trustee action.

3) *To work with librarians to plan for interlibrary cooperation and library systems.* Such planning must be done in terms of each state's own situation: historic, economic, geographic. Study and interpretation of the state by the trustee association can be a valuable contribution.

4) *To work for library legislation for better library service.* Library trustees, being unpaid, cannot be accused of self-interest, and so are in a particularly strong position to influence legislators to make library development programs a reality.

All of the foregoing are, of course, different aspects of the same basic objective: better library trustees for better library service for every person in the state.

It is ALTA's hope that this booklet may be of help in three ways: in organizing a trustee association in a state where there is none at the moment; in revitalizing a previously organized group which may have lagged; and in strengthening existing organizations by suggesting new ideas for more effective action.

Just as any program for statewide library development must be evolved from that state's own situation, so will the pattern for state trustee organization and activity be evolved from circumstances and developments within the state. No state is precisely like another. ALTA cannot prescribe a pat formula to fit all fifty. What it seeks to do here is simply to present the product of experience as possible suggestions for consideration, in the hope of stimulating original and effective thinking.

RELATIONSHIPS OF TRUSTEE ASSOCIATIONS TO THE STATE LIBRARY ASSOCIATIONS

In the nation, the American Library Trustee Association is a division of the parent American Library Association. In the states, trustee organizations have a variety of organizational patterns. In some states, trustee associations are independent entities, though the more usual pattern is for a trustee organization to be a section or division of the state library association. Sometimes it is a separate section, sometimes it is combined with a section for Friends of citizens, or it may simply be a trustee committee of a state library organization. In one or two states, trustee groups within a library association have become, for whatever reason, relatively inactive and ineffective; in the course of time, they have faded away, and an independent association of trustees has come into being and developed a more aggressive program. In at least one state, there has appeared to be reason for an independent trustee association to consider affiliation with the state library association.

There are arguments for organization as a part of the professional body which represents the library world, and there are arguments for an independent trustee association. Trustees and librarians must meet library problems and develop library services together, and the closer

their association and the broader the trustees' knowledge of the professional librarian's function, the better their mutual understanding. Moreover, librarians usually remain librarians, while the trustee's interest in the library may not (even though it should) survive his limited tenure as a library trustee. The state library association therefore offers an assurance of continuity which is desirable, and it has the machinery already set up for arranging meetings, mailings, and other procedures.

Trustees and librarians do, however, have different functions. The trustee as policy-maker for the library and as a member of the body which appoints the librarian is not subservient to the librarian, and the relationship of the trustee division to a parent association of librarians does not reflect the true relationship between the two groups. In some cases where trustees have been organized as part of a state library association, there has not been ample provision for their involvement and, not sharing major responsibility for the organization, trustees have lost interest and effectiveness.

If the trustee and the library associations are separate, however, there must be the closest possible cooperation between them. Exchange of executive board minutes, mutual representation on both boards, joint planning of some meetings and programs are among the ways to achieve this; in some cases, membership in one association carries

associate membership in the other. Cooperation to achieve statewide library objectives is absolutely necessary.

What the record would seem to indicate is that the state's individual situation will influence the form of its trustee organization. The question deserves careful consideration - but it is the function, not the form, which is ultimately important. If the trustee organization is doing its job, the type of organizational structure is a secondary consideration.

RELATIONSHIPS OF TRUSTEE ASSOCIATIONS TO STATE AGENCIES

In all the states, there are agencies whose responsibility it is to see that sound library service is available throughout the state, from the capital itself to the most isolated community. These state agencies go by various names (e.g. Extension Division, Public Library Service, Library Development Division) and are variously organized (e.g. independently, as part of the State Library, as part of the State Department of Education). But wherever they are found and however they are called, these state agencies are all-important to the trustee organization. The relationship between the state agency, as it will hereafter be referred to, and the state trustee association is, and must be, close and sympathetic. Moreover, it is mutually advantageous. Each one can help the other to gain in influence and efficacy, and each benefits from the other's strength. It would seem reasonable that there is a strong state agency, there should also be a strong state trustee organization.

A strong and active trustee association can be of great help to the state agency in trustee orientation and education, and in the promotion of regional and statewide development programs. In Arkansas, trustees assisted the Arkansas Library Commission in securing the

special legislation providing salary raises for the professional staff. In several states, trustee associations have helped to secure appropriations for new state library buildings. State agency personnel, as the professional librarians charged with the development of public library service, would be missing a bet if they were not well aware of the potential they have in their state's trustees. Indeed, it has often if not usually been true that a state trustee organization was originally established at the instigation of the state agency.

The trustee association, in turn, can benefit greatly by the help the state agency can give in furnishing information and consultant service. That help can, and often does, go even further, for trustee associations seldom have much money to work with, and state agencies sometimes pay for printing, mailings, travel to meetings and other necessities. In an association's infancy, the state agency's financial support may go even beyond this, and pay for such things as speakers at programs for annual meetings. When the Vermont Library Trustee Association was organized, the Vermont Free Public Library Service gave it $1,000 with which to launch its program. As state trustee associations become stronger and build up larger treasuries, they may gradually assume much of this expense themselves, but their close rapport with the state agencies will be allowed to lapse only to the detriment of both.

If your state does not yet have an organization for its library

trustees, go to the head of your state agency first. If you are an officer in an association which has been on the decline, talk over the problems with the consultants in your state agency. Be sure you have their cooperation and support in any project or program your association undertakes - and be sure you give them your support as, together, librarians and trustees plan and work for better libraries in every hamlet and metropolis in each of the fifty states.

FORMAL ORGANIZATION

Every organization must have by-laws or a constitution and by-laws, and a trustee association should give careful thought to drafting them. It is recommended, however, that these documents be as simple as possible. Amendment must always be relatively easy; but with forethought and flexibility there will be less need for change.

Most important, there should be somewhere stated, clearly and broadly, the purpose and objectives of the association (see WHY? page 1) and certainly this is one article that should be kept constantly in mind.

The original planners and charter members voting on the adoption of statements such as constitution and by-laws have also to come to grips with matters of membership, meeting and quorums, dues, officers and their terms, standing committees, and other basic matters.

If you are formulating original rules, you may wish to obtain copies of some of those which have proved workable in other states, though of course your state will be, in at least some respects, unique. If yours is to be an independent organization, you will also want to consider the advisability of incorporating as a non-profit organization, especially if you anticipate that you may become involved in a fund-raising project.

MEMBERSHIP, MEETINGS, AND DUES

The one requirement for membership all state trustee organizations seem to have in common is an active interest in libraries, though trustees who are currently serving on library boards usually constitute the majority of the membership. It is well to make membership available to former library board members, at least some of whom never lose their interest in libraries and may even serve again as trustees during a later period in their lives. Increasingly, the public library trustee is learning to think in terms of total library service for his community and his state, and it is for this reason that one of the newest of state trustee associations, the Association of Connecticut Library Boards, Inc. (an independent organization) chose its unique name and specifically provided for membership on the part of governing boards of industrial and special libraries, as well as the boards of private educational institutions.

Librarians are usually welcomed to membership in the trustee association, and in the interest of better understanding and more complete cooperation between the two groups, this would certainly seem to be sound policy. In order to promote closer cooperation with school libraries, perhaps membership among school librarians should also be solicited; school board members and school superintendents were invited to join the Arizona Association of Library Trustees.

Trustee associations need not be limited to trustees and librarians. A broader pattern can often lend overall strength. The Trustees and Citizens Division of the Missouri Library Association, for example, encourages Friends and interested citizens as well as former trustees as members of the organization, and the Library Trustees Foundation of New York State, as the trustee organization in that state is called, encourages citizen members as well as library board members.

Trustee organizations usually must, according to their constitutions, meet at least once a year. Surely this would seem to be the very minimum. (The executive committee, as will be discussed later, must meet more often.) Beyond the annual meeting, it is well to provide for more frequent meetings, both statewide and regional, depending upon the library situation and the need at any given time. When a statewide plan is being developed, when a regional system is being set up, when legislation vital to libraries is pending, there should obviously be more concentrated and frequent activity on the part of the trustee association.

Dues are another variable factor. Usually, they are anywhere from $1 to $5 annually for individual members. If the trustee organization is a section of the state library association, dues may be paid to the state library association and a part or the whole returned to the section. If, as has been stated before, the treasury is slim, either the trustee association depends upon someone else (usually the state agency or the state library association) for services it would otherwise have to finance, or its program suffers. Generally, there

must be a satisfactory compromise, in terms of each state situation, between dues which are not so high that they are a burden for unpaid trustees, but which are at the same time sufficient to build up a treasury which can help the organization to do its work effectively. In Connecticut, dues for institutional members - in this case, library boards - are scaled from $5 to $50 according to the size of the library budget; institutional membership carries membership and attendance privileges for all on the board, but voting privileges for only one as representing the board. The Ohio Library Trustees Association also provides for institutional dues scaled to the size of the library budget. In the Library Trustees Foundation of New York State, donations are encouraged and state law provides for the acceptance of institutional fees paid by the various New York State Library Systems in accordance with their budgets. In both Connecticut and New York, there is also provision for individual memberships.

In some states, institutional memberships, usually carrying higher dues, may be offered for exhibitors and other commercial firms serving libraries.

One word of caution: much confusion can be avoided later if it is decided in advance and made clear when the membership year begins and ends: on a calendar basis? from annual meeting to annual meeting? Other? Also, it should be decided whether bills for annual dues will be sent out, and if so, to whom: former members only? all libraries? all library board chairmen? all trustees? Experience would seem to indicate that many trustees expect to be, and wish to be, reminded of their dues

obligation in order not to let their membership lapse, even in years when it is not possible for them, because of business or professional or personal commitments, to attend meetings.

Most organizations provide that dues may be paid by the individual or by the board for all its members. A trustee's dues in his professional library association are certainly as legitimate an expense from library funds as are his librarian's, and it is a good idea to establish this principle.

The more association members there are among the state's trustees, the larger the association's treasury and the more ambitious and influential its programs and projects can be. In the last analysis, however, it is the percentage of trustees who go to meetings and become actively involved in the association, rather than the percentage who are dues-paying but possibly non-participating members, which is important.

COMMITTEES

An executive committee or executive board, composed of the officers of the organization and a designated number of members-at-large, with the possible addition of committee chairmen, can be most important to the success of the trustee association. (In the New York Library Trustees Foundation there are some 14 members of the board of directors, with a smaller executive committee.) A strong and dedicated executive board, meeting as often as bi-monthly if feasible, and cooperating with the state agency and with representatives of the state library association, can assure an active and effective program. It can, working with these top-level librarians, see possibilities for and progress in inter-library cooperation, and step in to help with trustee education and legislative promotion. Long range planning - not just planning the current year's annual meeting - is the responsibility of the executive board. Its members should be looking ahead to visualize the direction and impetus of library development in the state, and planning for the part trustees must take.

There should be continuity in the executive board, as in committees, but there should also be change to provide for the infusion of new ideas and for the extension of the association's influence. Sometimes it is a good idea to stagger committee appointments - i.e., appoint

individuals for one-, two-, or three-year terms, so that both experience and a fresh approach are represented.

Other committees will probably include: annual conference program, legislative, public relations, membership and nominating. A program committee will need to work far in advance to plan the all-important annual meeting, and special committees may be needed for planning interim or regional meetings or workshops.

The legislative committee, which will be discussed later, must be more active at some times than at others, but it is one of the most important committees.

A public relations committee will probably be necessary. If your association is, as a few fortunate ones are, in a state where the state agency employs professional public relations people who are made available for the promotion of your programs, perhaps this will not need to be a separate committee. Public relations for libraries is, however, always a primary objective of the trustee organization, and it should include finding out what the public thinks about libraries as well as telling the library story.

The membership committee is continuously important: an active effort should be made not only, as has been indicated, to secure the largest possible number of paid-up members (both mail and personal contact should be used in membership campaigns) but also to engage the interest of as many members as possible in attending meetings, serving on committees, advancing association projects, and promoting

the association and better library service generally. Some associations have come to feel that membership and interest can best be encouraged by assigning relatively small regions to individual representatives living in those regions. It is the obligation of the state association to seek out the isolated libraries whose board members have most to gain, even though they may not know it, from membership in the association and participation in its programs, and the regional representative is in a peculiarly advantageous position to do this.

The nominating committee is one of the most important if continued leadership of the organization is to be assured.

In terms of the program your association develops, there may also be need for a publications committee, a recruiting committee, a scholarship committee or others.

Committees allow a number of people to become actively involved in trustee association projects, but it should be remembered that that is not their reason for existence. Committees are necessary to forward various aspects of the organization's work, and if the organization's work is to be most effective, careful consideration should be given to the composition of each committee. Primary emphasis should be on personal qualifications for the specific assignment, but balance in area, sex, and age representation should not be ignored.

WHAT DO TRUSTEE ASSOCIATIONS DO?

Programs, Publications, and Projects are the three P's for a successful trustee association. Well planned programs inform and stimulate members; publications carry information and stimulation to more people, and in addition give identity to and strengthen the association itself; and continuing projects of real significance assure growth and increased effectiveness.

Programs. At least once a year there should be an important, widely appealing meeting for all the members - and usually, in the interest of increased influence and membership, for guests as well. Before any meeting is planned, there must be basic agreement on its purpose, and once this objective has been decided upon, it should be kept clearly in mind. If the purpose can be expressed or implied in a concise, attractive theme, possibly in the form of a question, this can be used to advantage in promoting attendance. An effective speaker should be the chief attraction, and though there is something to be said for a "name speaker" (an author or figure in the public eye whose very name will encourage attendance) many associations have found that what most trustees really want is to learn more about trusteeship, and that the most successful program is usually the program built around an effective speaker talking

about library matters. It is usually desirable to provide opportunity at some time during the program for general discussion and audience participation. Frequently this is best accomplished by dividing the plenary session into smaller groups, perhaps according to various aspects of the subject under discussion, or geographical location, or size of library. Each of these smaller groups must be assigned a capable discussion leader. It is often wise also to have a resource person with the knowledge and skill to help manage the discussion and provide answers to questions. Usually it is desirable to have a recorder who can take notes and report later on the discussion.

The rhythm of a program meeting is important. Business sessions may be necessary, but they should be accomplished as expeditiously as possible. Somewhere a change of pace should be provided, with opportunity for relaxation and for people to meet and talk with one another. Exhibits, as well as being interesting and informative, can be useful in this connection. Once the program committee has determined a carefully planned schedule, the chairman or president should see that it is adhered to, that the meeting moves. Nothing discourages members from attendance at future meetings so much as the memory of a program which dragged on and on, and made everyone arrive home late.

In addition to at least one annual statewide meeting, you may wish to bring the association to the members by planning regional

meetings. These may take the form of workshops or institutes. Ruth Warncke, noted library authority, makes the following distinctions between the two:

> *Workshop.* A series of meetings ... that puts emphasis on individualized study within a group and with consultants ... The significance of this method is that the individual solves his own problems with the help of the group and the consultant and/or resource people, and leaves ... with a plan of action that he believes will fit his given situation.
>
> *Institute.* A training meeting, usually one to three days in length. New material is presented to the participants either to provide information or stimulate study and action, or a combination of both.

However and whatever you are planning, you can get help and suggestions from the literature on the subject, much of which has been made available by the American Library Association.* Authorities concur not only on the necessity of basic agreement on objectives and careful planning of a myriad of details, but also upon the importance of a later evaluation of the degree to which the meeting has been successful.

There will be no dearth of subjects for your meeting, whatever form it takes. A suggested list follows, but it is only a partial one:

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*For extended trustee meetings, see especially Workbook for a Successful Workshop by Dorothy D. Corrigan, Consultant, Illinois State Library and Past President, American Library Trustee Association. ALTA Publication Number One. Published by American Library Trustee Association, a division of the American Library Association, 50 East Huron Street, Chicago, Illinois 60611. $1.00.

policy-making
library finance
standards
cooperative services
systems
aspects of librarianship
personnel
administrative problems
buildings
legislation
public relations
cooperation with schools and other types of libraries

In addition to the general subjects listed above, other specific subjects will suggest themselves if a survey of library service is going on in your state, or a subsequent plan for library development and proposed library legislation has resulted.

Publications. Publications from state trustee associations fall into two sometimes overlapping categories: education and information for trustees. Most common among the purely educational publications is the manual or handbook for state trustees. This is a primer for public library trustees, including in distilled form what the trustee needs to know about his duties* and his powers in terms of the laws and degree of library development in his own state. It attempts to inculcate in him a desire to be a good library trustee, and to learn more about the library world. Every state

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*Indispensable background is included in the more complete treatment of the subject -- The Library Trustee: A Practical Guidebook, by Virginia G. Young, Editor. Published by R.R. Bowker Company, New York.

should have such a manual, and these need frequent revision, especially at this time when library situations in so many states are in process of change as a result of new surveys and plans and legislation. Librarians generally want their trustees to be as well informed about library matters and as well educated to trusteeship as possible. State agencies are especially concerned in this matter, and can probably be counted on (if they have not taken the initiative themselves) to cooperate with trustee associations to produce trustee handbooks. Discuss the matter of preparing or revising such a publication with your state agency. The benefit derived from such a manual will not only accrue to the trustees it will ultimately reach but also, in even greater degree, will affect the members of the state trustee association committee who study samples from other states and work to prepare the best possible manual for their own state.

Your association may, as the New York Library Trustees Foundation does, issue an orientation kit for trustees (probably you will do this in cooperation with your state agency.) In addition to appropriate basic orientation material and a letter welcoming new trustees, such a kit can properly include material soliciting membership in the state trustee association.

Sometimes a trustee association will publish a directory of the state's library trustees. (In Texas, the trustee directory includes the names of presidents of Friends of Library groups as well.) There

are other legitimate publishing enterprises. The Indiana Trustee Association has undertaken publication of a pamphlet for authorities charged by law with appointing library board members, explaining the duties and powers of trustees and describing the qualifications necessary, in the hope that more thoughtful consideration will be given to appointments. A few trustee associations have published handbooks for their officers, with an analysis of responsibilities for them and for committee chairmen and area representatives.

One way or another, the trustee association must keep in communication with its membership, even if only with an occasional letter from the president. How this is done, and in what detail, depends in part on other library media in the state. Probably if the trustee association is a section of the state library association, there will be space allocated for trustee news in the parent publication, newsletter or bulletin or quarterly or monthly magazine. Perhaps the state agency will have a regular periodical, and will allow the trustee association representation on its editorial advisory board. If no other medium is available, the trustee association should undertake some publishing effort of its own, to carry news of association meetings and projects, news of individual trustees, news of libraries and their trustees' participation in important or unusual projects or developments, and to review library literature of interest to trustees.

Projects. Projects in which trustee associations can become involved are limited only by the energy and imagination of their leaders. Sometimes independently, sometimes in cooperation with the state library association or the state agency, trustee organizations have concerned themselves with such large library problems as standards and recruitment; have undertaken studies and surveys; have worked to plan and promote library development programs; and have helped to secure legislation and financial support for libraries.

The Indiana Trustee Association contributes financially to the recruitment program of the Indiana Library Association.

In New Hampshire, the trustee association established a scholarship in honor of a former state librarian who fostered their organization, and members continue to work assiduously for the growing fund.

In Louisiana, the trustees section increased dues by $2.00 in order to apply this additional amount to the Louisiana Library Association Scholarship Fund.

In several states, trustee associations have made studies of library personnel policy and library salaries, some of which have resulted in the publication of salary guides.

A few state trustee associations have prepared library rating sheets, enabling trustees to evaluate their own library's performance in relation to state and national standards.

The New Hampshire Library Trustees Association applied for and received a grant from a private foundation for a study, undertaken by a retired college professor of economics, of the history and possible future development and encouragement of library endowments.

Library trustees are studying themselves in Illinois, trying to discover answers to such questions as: who trustees are; whether elected or appointed, and how; what background and attitudes they bring to their assignment; what control they exercise under the conditions which govern their existence as a board; how long they serve and how effectively, etc.

Studies might well be made of various aspects of tax support for public libraries.

The subject of the use of Library Services and Construction Act funds - since 1956, so important to the development of our libraries - might, with the cooperation of the state agency, be a fruitful one for study and education in a trustee association.

Some of the most important projects in which trustee associations can become engaged are those which stem from plans many states are currently making in an effort to revise outdated library situations. Programs for interlibrary cooperation and systems development are examples. (Indeed, trustees should be, and usually are if there is an effective trustee assocition, engaged in the planning itself.)

First of all, trustees themselves must understand and approve the thinking behind the planning. Next, they must help librarians - their own, and those in the state agency - to explain and interpret plans to the public. Then, they must work to convince the voters and the legislators to vote for the enabling legislation and for appropriations to support it. The executive board, the public relations committee, and the legislative committee take the leadership, but everyone in the trustee associationmust be involved.

Such projects are long-range. Typically, the state trustee association first schedules meetings and issues publications designed to educate its own members. Next, they hold open meetings and use other means to publicize the library program they now understand and believe in. Meanwhile, the legislative committee, which can be, and should attempt to be, effective on local, state, and federal levels, is constantly at work. It is not the purpose of this pamphlet to detail the legislative committee's procedure. It will be dictated by the local situation, and should be undertaken in cooperation with the state library association's legislative committee. Moreover, it should be tied in with the legislative committee of the American Library Trustee Association, and with ALA itself.

Aside from the education of individual trustees, no activity of the state trustee association is more important than that of the legislative committee.

Governor's Conferences have been used very successfully in many states to focus citizen attention on libraries and library problems,

and to marshall citizen support for state plans for better library service, needed changes in library legislation, increased appropriations and state grants for libraries, etc. To be most successful, a Governor's Conference should be sponsored by all of the organizations and agencies interested in the state's library situation, but trustee associations can, and in many cases have, initiated the movement.*

You will be able to determine where the emphasis should be in your own state at any given time, but no one of these three P's - Programs, Publications, and Projects - should ever be entirely neglected.

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*For a complete "how-to-do-it" manual, request Guidelines for Holding a Governor's Conference on Libraries, by Mrs. Weldon Lynch, Past President, American Library Trustee Association. ALTA Publication Number Three. Published by American Library Trustee Association, a division of the American Library Association, 50 East Huron Street, Chicago, Illinois 60611.

RELATIONSHIPS WITH OTHER LIBRARY ASSOCIATIONS

The relationship of the state trustee organization to the state library association has been discussed, but there are also regional library associations covering several states - the Pacific Northwest Library Association, the Southeast Library Association, the New England Library Association, the Southwest Library Association. These may or may not have a specific trustee section, but it is in any case desirable for the state trustee organization to maintain liaison with the regional associations, to see their publications and to send delegates to their meetings. Any group can benefit from exchanging ideas and information with similar groups, and the regional association provides a vehicle for such exchange which should not be ignored. The current emphasis on regional library development and interstate cooperation makes such liaison and activity increasingly important.

The state trustee organization's relationship with the American Library Trustee Association, the national organization of library trustees, is also important. ALTA has divided the United States into seven regions, in each of which there is a Regional Director who serves as liaison between the state and national level. If the ALTA Regional Director for your area is not already known, ALTA's Executive Secretary at the headquarters of the American Library

Association, 50 East Huron Street, Chicago, Illinois 60611, will put you in touch. Your Regional Director will be glad to consult with you on any trustee matters, to answer any questions you may have about ALTA and ALA or about the state associations in your region, to help you with organizing or revitalizing your group, to act as a speaker or to suggest other speakers, to suggest program topics and plans of action, or to help in any other way he can.

ALTA also has a publishing program which includes a quarterly newsletter, The Public Library Trustee, and a number of pamphlets which you will find helpful in planning your association's activities. Some have been mentioned in footnotes in the present publication; others are in preparation, some of them in cooperation with the Small Libraries Publications Committee of the Library Administration Division of ALA. Queries about them and orders for them may be addressed to your Regional Director, or to ALTA's Executive Secretary in Chicago.

Each summer, ALTA meets in conjunction with the other divisions of the American Library Association in the huge, exciting, stimulating ALA annual conference, held in successive years in various cities throughout the country. Participants come back from ALTA's annual meeting full of new ideas and enthusiasm, eager to put into effect at the state level programs and projects suggested by their

experience with people and programs at ALA's great annual meeting. Surely your state trustee organization will find it worthwhile to pay the expenses of at least one representative to the annual conference of ALTA and the ALA.*

And, as surely, individual trustees in your state can be made more effective, and library development throughout the state can be furthered, by an active association of library trustees who have a seriously dedicated attitude toward their assignment, and who are aware of the trustee's responsibility in developing better library service.

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*From ALTA Policy: "An informed and enthusiastic library trustee doubles in value to the library and the community when encouraged to participate in ALA conferences and meetings. The expenses incurred by attendance and participation in the ALTA and the ALA are a legitimate and desirable budget expenditure of the local public library and should be reimbursed whenever possible."